

IT FIPT Strategic Planning

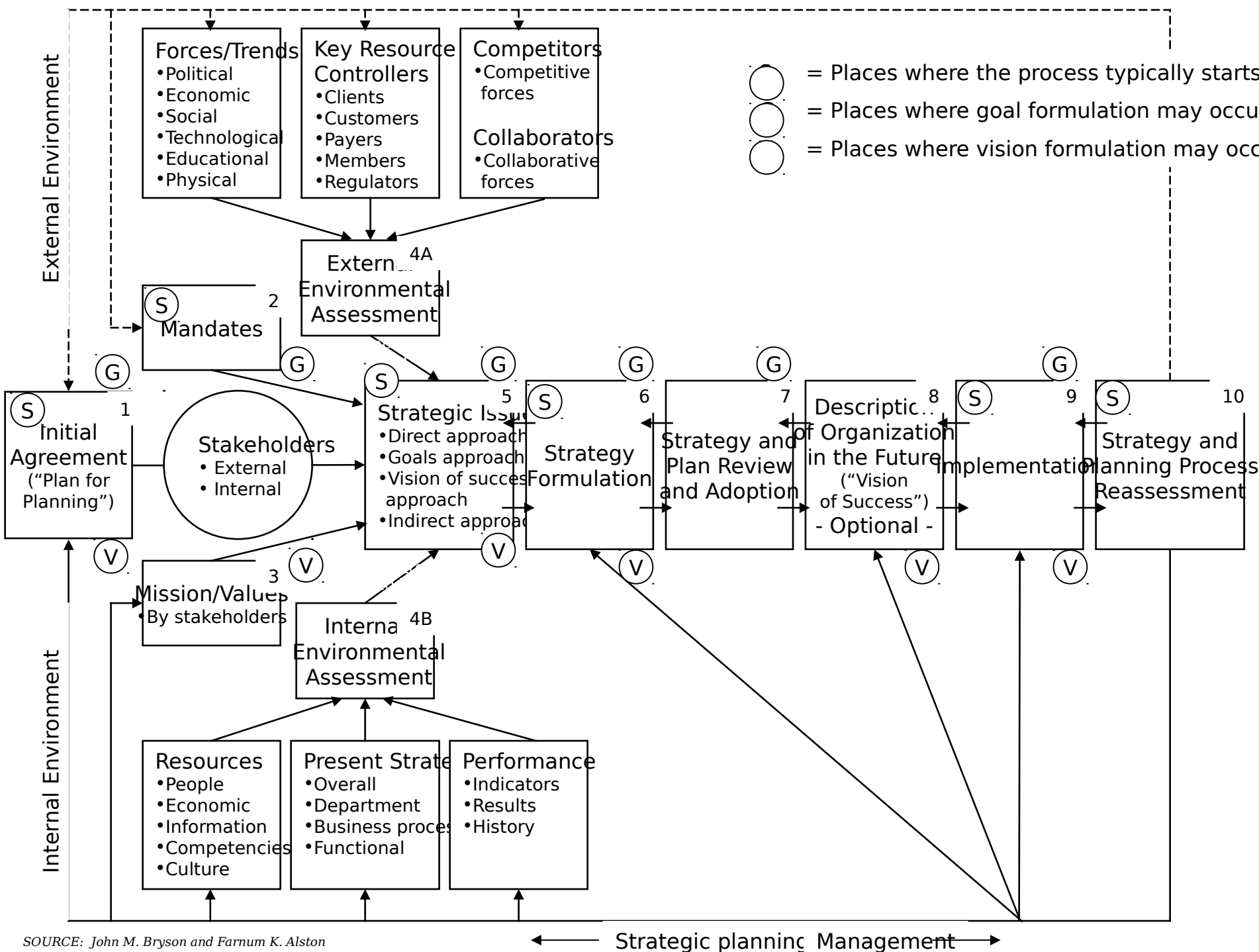
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Agenda

- **Review strategic planning progress**
- **Identify and begin work on framing strategic issues**
- **Next Steps**

Progress to Date

- **Initial planning session on 16 JAN 2003**
 - Established buy-in on part of IT FIPT
 - Set a target date for plan completion (JUL 2003)
- **Mission/mandates sub-team working session on 12 FEB 2003**
- **Mission/mandates FIPT discussion on 24 March 2003**
- **SWOT Analysis FIPT discussion on 22 April 2003**



Mission/Mandates Discussion

- **Mandates**
- **Purpose of IT FIPT**
- **What needs or problems should the IT FIPT address?**
- **Who are the key stakeholders?**
- **What makes the IT FIPT distinct or unique?**
- **Create draft mission statement**

Mission/Mandates: Mandates

- **Section 804, Software Process Improvement**
- **DAWIA**
- **Clinger-Cohen Act**
- **5000 Series (5000.52M, 5000.58)**
- **8000 Series**
- **IT Functional Advisor Charter**
 - **IT career field combined with SAM career field**

Mission/Mandates: Purpose of IT FIPT

- **Focused group to respond to mandates**
- **Provides forum to support IT Functional Advisor and others**
- **Collaboration among OSD, Services & Agencies**
- **Consistent application across Services & Agencies**
- **Address SW & IT needs**
- **Career path for IT & SW Acquisition personnel**
- **Keep workforce education & training relevant and current**
- **Support DACMs**

Mission/Mandates: Needs to Address

- **Stay current with changing IT technologies & career fields**
 - IT & SW Acquisition-related technologies in high rate of change
 - How do we best to keep curriculum content relevant?
- **Improve IT & SW Acquisition cultures, status and recognition**
- **Keep IT & SW Acquisition career personnel abreast of changes**
 - Support DACM's, AETCD, Career Management OIPT
- **Support evolution of state of practices**
- **Investigate & recommend changes in means for delivering course material**

Mission/Mandates: Key Stakeholders

- **Internal**
 - **OSD**
 - **DACM's & functional experts**
 - **DAU and NDU representatives**
- **External**
 - **Program Offices**
 - **Present & future career field members**
 - **CIO & PEO offices**
 - **Congress**
 - **DAU & NDU instructors & curriculum developers**
 - **CM OIPT**
 - **USD(AT&L)**

Mission/Mandates: IT FIPT

Uniqueness

- **Focus on IT and software acquisition**
- **Joint NII and AT&L effort**
- **IT & SW Acquisition-related technologies in high rate of change driven primarily by commercial world; driving high rate of change in the requisite knowledge in associated career fields**

Mission/Mandates: Draft Mission

- **Determine the requirements and plan for the on-going education & training to meet the career needs of DoD IT and SW Acquisition professionals aligned with supporting the acquisition and sustainment of defense capabilities**
- **Improve the acquisition and sustainment of defense capabilities by determining the requirements and planning for the on-going education & training to meet the career needs of DoD IT and SW Acquisition professionals**

SWOT Analysis

- **What are our major internal or present strengths?**
- **What are our major internal or present weaknesses?**
- **What are the the major external or future opportunities?**
- **What major external or future threats do we have?**

SWOT Analysis: Strengths (1 of 2)

- **DoD has existing education institutions (NDU, DAU)**
- **New competencies available**
- **Motivated and committed IT FIPT, meets monthly, focuses on issues, about the right size**
 - **Provides formal mechanism to raise issues**
 - **Strategic and tactical perspective on career field needs**
 - **Well supported by DAU/NDU**
- **Our technologies are flexible, widely used**
- **IT/SW recognized issue by government and industry**
- **Technologies are force multiplier**
- **Interest in directing more funds to IT investments**
 - **CIO - total cost of ownership focus**

Strengths (2 of 2)

- **DoD offers career stability for inherently government jobs**
- **Large market for jobs, education and technologies**
- **Willingness to adapt to new technologies and opportunities for outreach**
- **IT job series - 2210**
- **Formal mechanisms for supporting DoD career management**
- **Formal and direct process for modifying IT/SAM course content**
- **Use of new technologies to support meetings and efforts**

SWOT Analysis: Weaknesses

- **Lack of resources - Training funds, tech and research investments, time available and allocated for training**
- **Lack of appreciation by upper mgmt on needs for IT and SAM**
- **Lack of collaboration, sharing of lessons learned etc.**
- **Difficult to get IT FIPT together**
 - **Part time/uneven participation, how to keep initiative and drive**
- **No existing community forums to keep tabs on needs and concerns**
- **Takes too long to change curricula, career management mechanisms and other career field requirements**
- **Difficulty in overcoming DoD career management "naysayers"**
- **No formal mechanism to ensure FIPT technical expertise**
- **No direct way to shape legislation**
- **DoD only a small player in commercial marketplace**
- **Diminished IT job security**

SWOT Analysis: Opportunities (1 of 2)

- **Clearly defined career paths and growth opportunities**
- **Increased education and training benefits**
- **Chance to hire from industry**
- **Congress, GAO, legislation**
- **Retiree replacement (>50%)**
- **Transformation culture**
- **Distance learning**
- **OPM IT series**
- **IA scholarship program (and similar programs)**
- **Military retention bonuses, civilian special salary rate increase for IT careers**
- **Focus by upper mgmt to change acquisition policy**
- **Just in time learning**

Opportunities (2 of 2)

- **Promotion of government employment and IT careers**
- **Teaming with other fed agencies and private sector**
- **Education - DAU/NDU, Academia, Conferences, Service schools**
- **Personnel pilot programs (pay banding) - expanding use of, new opportunities for**
- **Outsourcing - adds flexibility**
- **DoD career mgmt org - IT FIPT**
- **Collaborative efforts (CoP, Web portals, Defense Software Collaborators)**
- **Technology & Research investments (DDR&E et al)**
- **COTS**
- **MID 905**
- **CIO becoming more important player**

SWOT Analysis: Threats (1

- **Poor Culture**
- **Loss of personnel to private sector**
 - **Salary, compensations, competitions**
- **Outsourcing jobs**
- **Revised role of government in acquisition**
- **Poor education opportunities**
- **No career path**
- **No investment in IT or SW**
- **Outsourcing responsibilities**
- **Failure to improve our acquisition track record**
- **Lobby to Congress by private sector**
- **Partitioning functions and breadth of knowledge**
- **Impacts on safety/security from COTS procurement and rapid acquisition**

Threats (2 of 2)

- **Funding cuts overall**
 - **Training, investing in people**
- **Rapidly emerging technologies and technology turnover**
 - **Skill sets won't keep pace**
- **Lack of flexibility in acquisition processes, career management processes**
- **Unskilled workforce**
- **Retirement eligibility over 50%**
- **No hiring at junior levels to replace retirees**
- **Transition of new employees from technical to acquisition**
- **Loss of expertise to outsourcing and retirement**
- **PMs making decisions without necessary IT or SAM skills/expertise**

Next Step: Identify Strategic Issues

- Identifying strategic issues is at the heart of strategic planning process
- The way the issues are framed can have a profound impact on the organizational agenda
- Describing a strategic issue
 - A challenge the organization can do something about and has more than one solution
 - Makes explicit the links to mission/mandates and SWOT analysis
 - Makes plain the implications of not addressing the issue
- Proposed approach:
 - List the issues which team members have come up with
 - Discuss
 - Rank order in terms of importance
 - Note: the way the issues are initially framed are “draft mode”

Review and Next Steps

Backup Slides

Strategic Planning Defined

- **“a disciplined effort to produce fundamental decisions and actions that guide what an organization (or other entity) is, what it does, and why it does it”**

Source: Bryson, John (1995). Strategic Planning for Public and Nonprofit Organizations. San Francisco: Jossey-Bass

Goal of Strategic Planning

- **Assist the organization to think strategically, act smartly**
 - **The plan is only an artifact**
 - **The plan does not have to be ornate or elaborate to be useful**
- **What are the benefits of strategic planning?**
- **What are the costs?**

GAO Study of DoD Human Resource Strategic Planning, March 2003

- **DoD downsizing of civilian workforce (1989-2002) ignored the shape of the future workforce**
- **Current civilian HR strategic planning not fully aligned with overall DoD mission, not results oriented, not based on data about the future civilian workforce**
 - **None of the plans reviewed contained results oriented performance measures**
- **For most part, civilian HR plans did not contain data about skills and competencies needed for future missions**

“The Real Value of Strategic Planning”, Kaplan and Beinhocker, Sloan, 2003

- **True value of strategic planning is in the learning process**
 - **Creating prepared minds**
- **Considerable time should be devoted to small group discussion**
 - **As opposed to briefings**
- **Advocates use of “pilots”, creation of “gold standard”**
- **General process is to diagnose current process, develop new process, and roll out in “learning by doing” mode**
- **Note: Research context is corporate setting, discussion is adapted**